

Standards

Management

1. Be visible and accessible to both your members and your staff. Lead, train, and support your staff in the area of guest satisfaction. In order to cover all aspects of your operation, work an uncommon tour of duty and don't lock yourself into a 7:30 to 4:30, Monday through Friday work schedule.
2. Establish and maintain a system of regular communication. Ensure that your members and staff are aware of current and upcoming promotions, special events and other important information about the club. Staff involvement and knowledge are a visible quality of successful clubs. Conduct regular staff meetings to keep your staff informed!
3. Develop written hospitality and service standards for each club activity.
4. Keep in tune with current local trends! Use feedback methods to keep your programs current and appealing to your guests. Focus groups offer a great way to explore your market and provide key information you need to keep your club successful. Conduct focus groups semi-annually and include both members and potential members. Because clubs are diverse operations, hold groups respective to age and rank. Conduct a focus group for those over 30 and another for under 30. The needs of the groups will differ significantly and provide you the best possible feedback.
5. Be responsive to customer comments! Ensure that the concerned member hears from the club by the end of the next duty day following the receipt of any written comments. This may just be an interim response to let the customer know that the problem is being addressed. Encourage and empower your staff to field and respond to verbal comments whenever they are received. Remember that your staff is your first link to customer satisfaction! Respond to internal issues referred by the staff just as you would a customer comment.
6. Establish and maintain a continuity folder. At a minimum, the folder should contain copies of current operating instructions, marketing plans, and budgets. The folder provides a central location for pertinent operating documents and should allow a smooth and efficient continuation of operations in the absence of the manager.
7. Check daily for burned out lights, condition of floors and carpet, and background music; your customers do.
8. Keep your facilities, parking lots, and surrounding grounds clean and in good repair at all times. Develop a facility inspection checklist that details your quality expectations, cleaning frequencies, and any peculiar facility requirements for all interior and exterior areas. Designate staff members to conduct daily observations of specified areas, and take time yourself, to take a critical walk throughout your facility at least weekly. Inspect the facility to ensure it meets acceptable standards of good housekeeping and safety.

9. Dress for success. Require appropriate business dress for yourself and supervisory staff. Require employees to be in uniform and involve them in the uniform selection process.
10. Say "hello" to each staff member every morning. Maintain a professional relationship with them, however, know them well enough that you can detect when something may be bothering them and do not be reluctant to talk with them.
11. Praise must be earned. Do not hesitate to praise your employees in public. However, always remember to reprimand in private.
12. Do not counsel an employee without a supervisor or work leader present and always document the session.
13. Review and revise all menus at least annually.
14. Conduct an annual competitive market analysis of local food, beverage, catering, and bingo operations to determine current trends for both on- and off-base competition.
15. Review and update menu cost cards for all food and beverage resale items at least quarterly.
16. Use a food production planning process.
17. Review your product purchasing specifications annually or whenever menus are changed.
18. Employ consistent pricing principles, ensuring that products and services will not be discounted unless it is for a membership promotion/program or special function.
19. Have administrative functions (check cashing, account inquiries, etc.) available during lunch periods. Consider installing an ATM.
20. Have fun! If you're not having fun, do something about it! When your work is no longer fun, you may want to look for ways to make it so or find another line of work that makes you happy.

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